DOCUMENT RESUME

ED 308 786 HE 022 755

AUTHOR Matier, Michael W.
TITLE Retaining Faculty: A Tale of Two Campuses. AIR 1989 Annual Forum Paper.
PUB DATE May 89
NOTE 57p.; Paper presented at the Annual Forum of the Association for Institutional Research (29th, Baltimore, MD, April 30-May 3, 1989).
PUB TYPE Reports - Research/Technical (143) -- Speeches/Conference Papers (150)

EDRS PRICE MF01/PC03 Plus Postage.
DESCRIPTORS *Career Change; *College Faculty; *Faculty Mobility; Higher Education; Institutional Research; Rural Areas; State Colleges; *Teacher Attitudes; Teacher Promotion; Teacher Salaries; Tenure; Urban Areas
IDENTIFIERS *AIR Forum; Illinois

ABSTRACT

A study was conducted to examine factors influencing the decisions of faculty who had opportunities to leave two universities. Particular attention is paid to the relative weight and importance faculty placed on the tangible, intangible, and non-work-related benefits of the incumbent and institution and the institution offering employment. The population consisted of 239 tenure-stream faculty, from whom 221 questionnaire responses were derived, representing a response rate of 64%. Follow-up interviews were conducted with 62% of the respondents. Results included the following: (1) a promotion in rank and/or administrative responsibilities was reported by 26 of the 59 faculty who chose to pursue their firm offer; (2) faculty at one of the campuses who chose to remain with the institution realized an average salary increase of 29%, while those who took a leave without pay received an average salary increase of 29%, and those who resigned averaged slightly more than 44%; and (3) less than half of the faculty interviewed at one of the campuses initiated search activities or were tendered more than one offer. Comparisons are drawn to previous studies of this genre, as well as between the urban and rural universities represented in the study. Contains 18 references. (Author/KM)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED308786

Retaining Faculty: A Tale of Two Campuses

Michael W. Matier

Resource and Policy Analyst

University Office for Planning and Budgeting

University of Illinois

338 Henry Administration Building

506 South Wright Street

Urbana, Illinois 61801

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

AIR

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

This document has been reproduced as received from the person or organization originating it.

Minor changes have been made to improve reproduction quality.

Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

Paper presented at the 29th Annual Forum

of the Association for Institutional Research

Baltimore, Maryland -- April 30 - May 3, 1989

Running Head: RETAINING FACULTY: A TALE OF TWO CAMPUSES

BEST COPY AVAILABLE

HE 022 755

for Management Research, Policy Analysis, and Planning

This paper was presented at the Twenty-Ninth Annual Forum of the Association for Institutional Research held at the Omni Inner Harbor Hotel and the Lord Baltimore Hotel, Baltimore, Maryland, April 30 - May 3, 1989. This paper was reviewed by the AIR Forum Publications Committee and was judged to be of high quality and of interest to others concerned with the research of higher education. It has therefore been selected to be included in the ERIC Collection of Forum Papers.

Teresa Karolewski
Chair and Editor
Forum Publications Editorial
Advisory Committee

Abstract

The results of a study examining factors influencing the decisions of faculty with opportunities to leave two universities are discussed. Particular attention is paid to the relative weight and importance faculty placed on the tangible, intangible, and non-work related benefits of the incumbent and offering employment situations. Comparisons are drawn to previous studies of this genre, as well as between the urban and rural universities represented in the study. The methods and findings of this research should be of special interest to those from institutions concerned with both attracting and retaining a quality faculty.

RETAINING FACULTY: A TALE OF TWO CAMPUSES[1]

It has been said that "a university is its faculty" and that the "excellence of a university is the excellence of its faculty" (Smith, 1978, p. 1). Bowen and Schuster (1986) were probably closer to the mark when they stated that the "excellence of higher education is a function of the kind of people it is able to enlist and retain on its faculties" (p. 3). Either way, the ability not only to attract top quality and promising faculty, but also to retain those currently employed, has been, and will continue to be, of paramount importance to institutions of higher education concerned with developing and maintaining quality programs. Understanding the matrix of factors affecting faculty migration increases exponentially at a time when the demand for faculty in particular disciplines is already exceeding supply, and when the prospect of more difficult supply problems loom in the not too distant future. Examples of the former include engineering and the sciences where starting salaries for individuals with bachelor's degrees often surpass those available to established faculty. The latter is anticipated in response to the impending retirement of the large cohort of faculty hired to serve the swelling ranks of academe following World War II and the baby boom.

This study of faculty at two public Research I universities and the factors they weighed when faced with opportunities to change jobs during the 1987-88 academic year is an example of what can be learned about why faculty make the choices they do. It serves as an example primarily because its

---

[1]This is a replication of the methodology and a significant enlargement of the scope of a study previously conducted by the author (Matier, 1986). Major portions of the "Review and Synthesis of Relevant Literature" and "Methodology" sections in this paper come from a previously unpublished paper delivered at the Annual Forum of the Association for Institutional Research held May 15-18, 1988 in Phoenix, Arizona (Matier, 1988).

synthetic methodological, theoretical, and analytical underpinnings suggest how this same information can be collected, analyzed, and applied in other settings. However, it is also an example of the wide range of factors exerting influence on the decision makers and how the local milieu of each institution affects the decision making process.

The two subject institutions were selected for study because both had experienced rapid diminishment in general state support for their operations, leading to similar conditions of fiscal stress. Both institutions responded to less than adequate legislative appropriations with sharp tuition increases and realignment of current resources to meet unavoidable cost increases, but both were unable to provide general salary increases for continuing faculty in FY 1988. The two institutions are designated in this paper only as Wyandot and Manada Universities. Wyandot University is an urban university located in the midst of one of the nation's fifteen largest standard metropolitan statistical areas. Manada University is nestled in a community of less than 150,000 people, two to three hours removed from any major metropolitan area.

Throughout the 1980s, Manada had conducted annual exit surveys of faculty who resigned and was aware that their faculty loss rate in FY 1988 was about double what it had been two years earlier. Wyandot had not previously kept systematic centralized data on faculty migration.

Review and Synthesis of Relevant Literature

A review of the literature found three types relevant to this investigation: (a) previous investigations showing a degree of correspondence to the present research, (b) the typical methodologies employed in research concerning job satisfaction and its potential consequences, and (c) research that builds a more detailed theory for understanding the potential influences and motivations involved with an individual's decision to remain at or leave a particular place of employment. Taking the most salient features from each, a

synthetic model was developed to assist in understanding and explaining the decisions made by the subject faculty in the present research.

Review of Relevant Literature

Faculty Mobility and Attrition Studies

The review of faculty mobility literature revealed a number of common phenomena to be considered when attempting to determine faculty members' reasons for remaining at or leaving an institution when presented a firm offer to move. Among these phenomena were the relative significance given to salary and other monetary inducements, the push and pull effects of competing employment situations, and the factors external to the micro-employment milieu and their importance to individuals' perceptions of their jobs.

The vast majority of faculty mobility studies confine themselves to an investigation of only those faculty who have already left a particular institution. The classic study in this genre was done by Caplow and McGee (1958), and has recently been replicated by Burke (1988). Caplow and McGee's findings set forth a paradigm concerning faculty mobility at various stages along the academic career ladder, but does not give a comprehensive insight into the motivations behind individual career moves. Nevertheless, their research produced a general understanding, which still serves as conventional wisdom, concerning how faculty flow through the ranks in higher education: full professors are less mobile than assistant professors, but more mobile than associate professors.

In addition, Caplow and McGee contend that "the 'push' of academic migration is stronger than the 'pull'" (p. 80). That is, individuals are more likely to seek out and respond to outside offers because of dissatisfaction with their present employment situation than they are to be enticed to leave simply by greener pastures. Blackburn and Aurand (1972), Toombs and Marlier

(1981), and Gartshore, Hibbard, and Stockard (1983) also found the push to be more operative than the pull.

A number of related studies followed on the heels of Caplow and McGee, the majority seeking to focus on the mobility of faculty in a circumscribed sector of the academy. Blackburn and Aurand (1972) reviewed eighteen such mobility studies on academics, and found they were so disparate that there was little comparability of either methodology or results. Nevertheless, they were able to draw two notable generalizations from their review: (a) that faculty's main preoccupation is with their work environment--what and how they teach, the competence and congeniality of their colleagues--and (b) that though money is important, it is not of prime importance.

Solmon (1978) also found that faculty making a career move were concerned with salary, but not as the primary consideration. Somewhat in contradiction to this theme, Gartshore, Hibbard, and Stockard (1983) found that the faculty in their study "overwhelmingly cited the University's lack of adequate funding in all areas [including salaries] . . . as one reason for their departure" (pp. 14, 15).

Though mobility studies focusing on "leavers" dominate the literature, Stecklein and Lathrop (1960) attempted a more comprehensive look at faculty mobility by studying the full complement of faculty considering migration for one year at the University of Minnesota: newly hired faculty, individuals offered positions who turned them down, faculty who left for other positions, and faculty who entertained offers to move, but declined.[2]

---

[2]This paper reports on only half of a larger study that looked at the full migration cohort at the two subject institutions. For this paper only the retention cohort--those incumbent faculty who had firm offers to leave the institution and either chose to remain or leave--are analyzed. A future paper
(Footnote Continued)

Stecklein and Lathrop attempted to determine faculty members' degree of satisfaction with their present and previous employment situations. They found that:

> . . . personal considerations such as preferences for climate, location, problems of housing, or community contacts had relatively little influence on [individuals'] decisions [to leave] . . . and except for climate, were more often mentioned as inducements to stay than to leave (p. 52).

The salary paid to faculty was found by Stecklein and Lathrop to be an important factor. However, two particulars about this phenomenon in their study deserve note. First, for faculty under age fifty, salary was a more important enticement to move than for those over fifty. Second, for faculty who turned down offers, though salary was down-played as an important factor, it was the factor most often adjusted by the incumbent university to entice the faculty member to remain.

Social Information Processing

Salancik and Pfeffer (1977), among others, have labeled the typical or traditional method of discerning the most significant factors in deciding to remain in or leave a particular job a "need-satisfaction" or "expectancy" theory model. Using this approach, the motivation to remain or leave would be the degree of correspondence between the individual's needs and the relevant characteristics of the particular employment situation. They point out, however, that the "need-satisfaction" or "expectancy" theory of explanation, with its dependence on a direct causal relationship, is far too simplistic.

(Footnote Continued)
will deal with what was found among the recruitment cohort--those individuals successfully and unsuccessfully recruited by the subject institutions.

At their root, these "models appear to deny . . . that people have the capacity to provide their own satisfactions by cognitively restructuring situations" (p. 427).

In response to their criticism of the "need-satisfaction" model, Salancik and Pfeffer (1978) suggested a "social information processing" methodology to address the former's inadequacies. They argue:

> The social information processing approach proceeds from the fundamental premise that individuals, as adaptive organisms, adapt attitudes, behavior, and beliefs to their social context and to the reality of their own past and present behavior situation. This premise leads inexorably to the conclusion that one can learn most about individual behavior by studying the informational and social environment within which that behavior occurs and to which it adapts (p. 226).

For the purposes of this research it was obvious from both the review of other mobility studies and the typical methodologies used in studying satisfaction that more than just the primary job and work characteristics had to be taken into consideration in analyzing why faculty behaved the way they did when faced with offers to move. The rationalization of present realities on the job and in the individual's world beyond the job needed to be considered as part of the decision making process. This led to an investigation of the third strand of literature.

Organizational Equilibrium and Commitment

Three works in the third strand of relevant literature commanded attention: (a) March and Simon's work on organizational equilibrium, (b) Flowers and Hughes' inertial model of why employees stay in a job, and (c) Steers' method of explaining organizational commitment.

March and Simon. In discussing turnover rates, March and Simon (1958) argue that organizations need to seek a state of equilibrium in order to survive. This equilibrium is seen primarily as the balance between "inducements" and "contributions." Inducements are defined as payments by the organization to the individual, and contributions are participation payments by the individual back to the organization.

March and Simon saw the likelihood of an individual choosing to leave an organization as being tied to this balance between inducements and contributions. If the balance of inducements and contributions weighs in favor of the inducements, individuals are more likely to remain a part of the organization. If the individual is expected to contribute more than the inducement offered by the organization justifies, the individual will be more likely to leave. They further argued that an individual's perception of the desirability of leaving an organization, and the perceived ease with which the individual can successfully move to another organization, affects the specific inducement-contribution balance necessary to retain that individual.

Though March and Simon were writing almost 20 years before Salancik and Pfeffer described their notion of "social information processing," it is easy to see how this rationalizing would play a part in the balancing of inducements and contributions. For, taking into account their own perception of ease of movement and desirability of movement with respect to a particular opportunity, individuals then conclude whether the balance of inducements and contributions is rationally equitable.

Flowers and Hughes. A second way of looking at this phenomenon is provided by Flowers and Hughes (1973), who borrowed a notion from physics in an attempt to explain why employees stay on the job. They argue that the overarching reason an individual continues in a particular job is because of

inertia: "[e]mployees tend to remain with a company until some force causes them to leave" (p. 50).

Contrary to much common wisdom, Flowers and Hughes contend that the reasons behind a decision to stay with an organization and the reasons behind a decision to leave an organization are not simply opposites of each other. This distinction is reminiscent of Herzberg's (1968) "hygiene" factors--those that can cause an individual dissatisfaction--and "motivation" factors--those that can lead to an individual's satisfaction. Flowers and Hughes' distinction between reasons to stay and reasons to leave also hints of a rationalization process individuals employ in order to make, and live with, their career decisions.

Flowers and Hughes began their discussion of the factors relevant to an individual's decision to stay or leave by dividing them into two main groups, each with two subgroups. First, there are factors inside the company which affect an individual's decision. These inside-the-company factors are generally described as job satisfaction (or motivation factors) and the company environment. Job satisfaction encompasses such areas as achievement, recognition, responsibility, and growth. The company environment spans factors such as work rules, facilities, wages, and benefits.

The factors outside the company that play a part in an individual's decision are also subdivided into two groups. First there is the employee's perceived job opportunities in other institutions, which is affected by changes in the job market and a variety of personal characteristics and preferences. As well, there are non-work related environmental factors, such as individual financial responsibilities, family ties, and friendships.

Flowers and Hughes saw the decision to remain in or leave an organization as being the interaction between two variables: job satisfaction and environmental pressure. Expanding on the principle of inertia--that it takes a

significant force to move a stationary object--they argued that individuals will leave an organization only when they are both dissatisfied with their job and have no environmental pressure to remain where they are.

Steers. A third means of understanding this phenomenon of potential employee turnover and retention is suggested by Steers (1977). While the notion of organizational commitment is implicit in the work of both March and Simon and Flowers and Hughes, Steers explicitly talks of organizational commitment as an intervening variable between, on the one hand, personal characteristics of the employee, the characteristics of the employee's job, and the work experiences of the employee and, on the other hand, the specific outcomes that can be expected from a given individual's organizational commitment.

Similarities among the three models. The components of the March and Simon, Flowers and Hughes, and Steers' methods of explaining organizational equilibrium or commitment demonstrate a degree of correspondence among their separate models. All three note the interplay and influence of more than just the characteristics of the job on an individual's commitment. All three recognize that the decision to remain at or leave a particular job is a consequence of the balancing of a multiplicity of factors, both within and external to the work setting.

However, none of the three combined all the significant features concerning potential motivating forces behind the making of a decision to remain at or leave a particular place of employment. March and Simon and Flowers and Hughes only implicitly deal with an individual's commitment. Flowers and Hughes and Steers are not explicit about the rationalization individuals go through in determining the proper balancing of their contribution to the job with the inducements they are given to contribute.

Thus, a theoretical model to guide data collection and analysis was proposed that is not, in the truest sense of the word, a "new" model. Rather, it is a synthetic model, drawing on, and making explicit, the salient features of those put forth by March and Simon, Flowers and Hughes, and Steers.

Synthesis of Relevant Literature

Based on the review of the literature, it was clear that the method of inquiry and explanation employed in this research would have to take into consideration four somewhat overlapping factors. First, it was important that the methodology acknowledge and incorporate a wide variety of factors that could influence a particular faculty member's decision to remain at or leave an institution.

Second, a more specific aspect of the first consideration was that the method employed would need to look at more than just those factors directly tied to the internal, micro-work environment. As Salancik and Pfeffer (1977, 1978) suggested, allowance must be made for the possibility that individuals might rationalize and "cognitively reconstruct" their environments in order to be at peace with their particular decisions.

Third, though a strong majority of previous mobility research cited the internal push as more operative than the external pull in an individual's decision, both factors play a part in the decision making process. In addition, it seemed intuitive that pushing and pulling could take place on the part of both the offering and incumbent institutions. For instance, while an individual's current salary might constitute a push, the degree of autonomy experienced in his or her present position might be considered a pull. As well, a generous salary offer from another employer may be considered a pull, but the offering institution's geographic location could be a push to remain with the incumbent employer. Thus, the method of explanation and data

collection employed in this research needed to be flexible enough to account for this expanded notion of the push-pull metaphor.

Fourth, as well as discerning the perceived desirability of movement, the ease of movement also needed to be woven into a workable method of understanding how decisions were made.

Drawing most heavily on the work of March and Simon (1958) and Flowers and Hughes (1973) to set the general framework, the major elements involved in an individual's choice to remain at or leave a particular employment situation were defined to be: (a) the individual's ease of movement, (b) the perceived desirability of moving, (c) the inducements/contributions balance the individuals rationalized as their due based on the first two elements, and (d) the particular decision made by the individual to remain or leave. The posited relationship among these elements is depicted in Figure 1.

To determine an individual's ease of movement, various personal demographic information was analyzed, as well as information concerning how visible the individual was to the academic community beyond the employing institution, and the individual's propensity to seek out employment opportunities. To determine an individual's perceived desirability of moving, both internal and external environmental factors were considered. In developing the relationship depicted in Figure 2, Flowers and Hughes' (1973) notion of the relation of job satisfaction to environmental factors was used as a model. The relationship between internal environmental factors and external environmental factors, as they relate to an individual's perceived desirability of moving and how that effects the likelihood of an individual choosing to leave a particular job, determined the relationship depicted in Figure 2.

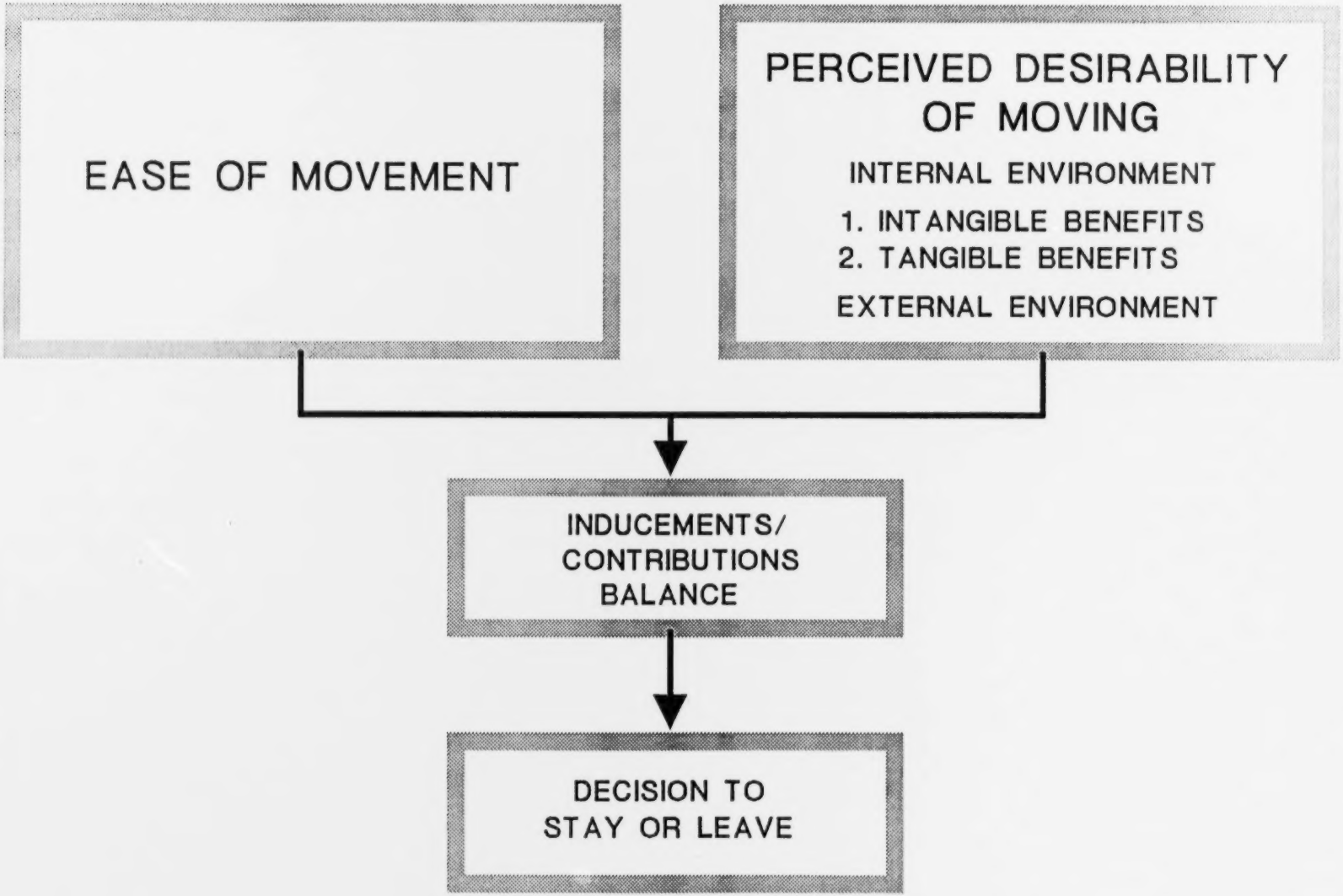

Figure 1. A synthetic method of understanding the factors influencing the decision to remain at or leave a particular job.

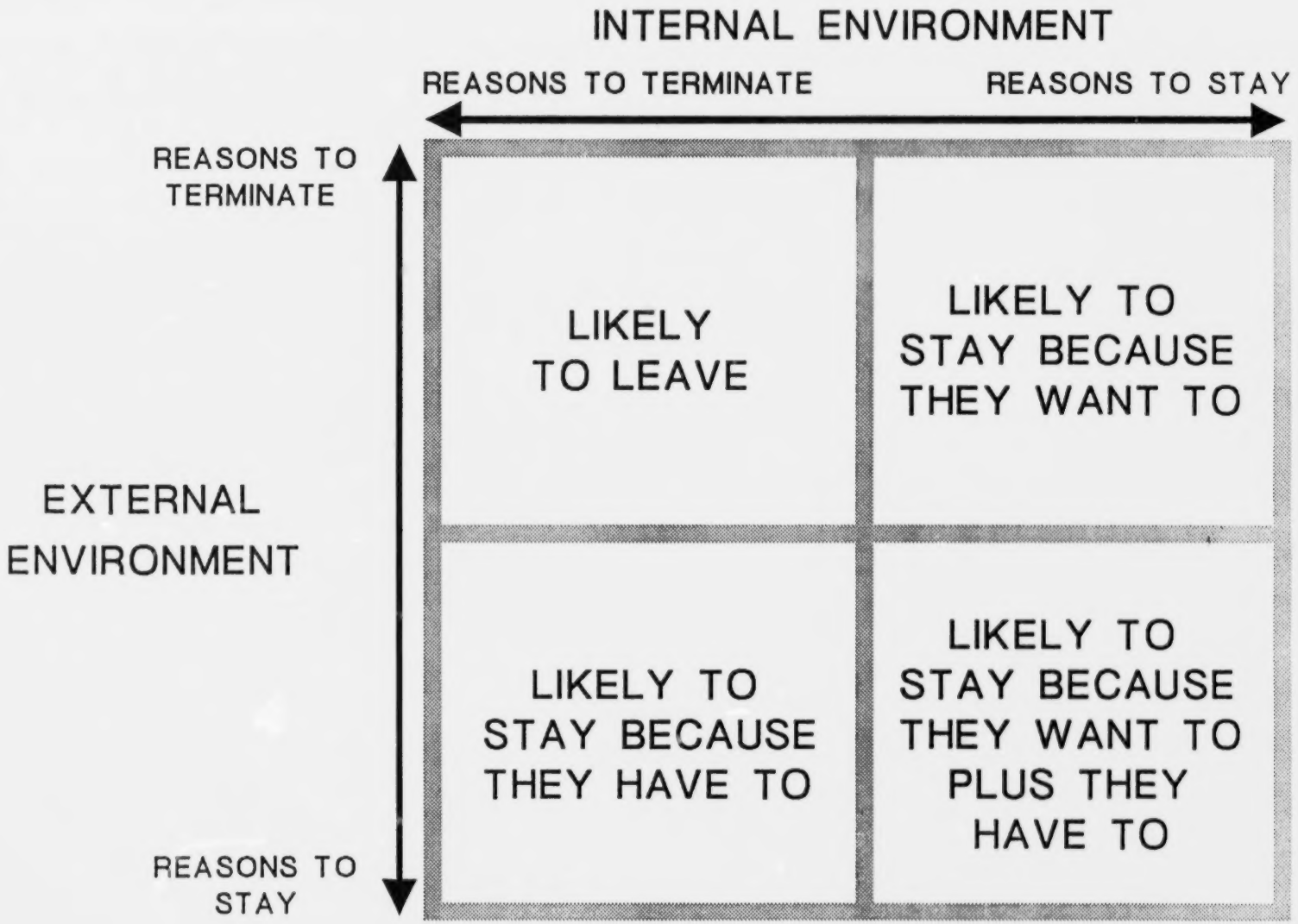
INTERNAL ENVIRONMENT
REASONS TO TERMINATE
REASONS TO STAY
REASONS TO TERMINATE
EXTERNAL ENVIRONMENT
REASONS TO STAY
LIKELY TO LEAVE
LIKELY TO STAY BECAUSE THEY WANT TO
LIKELY TO STAY BECAUSE THEY HAVE TO
LIKELY TO STAY BECAUSE THEY WANT TO PLUS THEY HAVE TO

Figure 2. How internal and external environmental factors affect an individual's perceived desirability of moving.

The internal environmental factors consist of two main types: intangible benefits of the job and tangible benefits of the job. The choice in terminology and how it is operationalized is a departure from both Flowers and Hughes (1973), who spoke of job satisfaction/motivation and maintenance factors, and Herzberg (1968), who talked of motivator and hygiene factors. The present categorization is similar, especially in terms of the correspondence between what are here called the tangible benefits of the job and what Flowers and Hughes and Herzberg term maintenance and hygiene factors respectively. However, the intangible/tangible distinction is more representative of the type of benefit individuals derive from their work association. The intangible benefits include such factors as personal and institutional reputation, autonomy, influence, and sense of belonging. The tangible benefits include wages, facilities, work rules, and fringe benefits. The external environmental factors are non-work related benefits. These include quality of life, family, friendships, and financial considerations.

Based on the relationship posited in Figure 2, only those individuals with a perception of low internal and external environmental benefits would be expected to perceive a desirability of moving and potentially terminate their present employment situation. The other three possible combinations represent individuals who are more likely to stay at their present job.

It is at the level of the inducements/contributions balance where individuals weigh ease of movement along with perceived desirability of moving and develop a rationalization about whether they are being adequately compensated. Note, however, that a perceived desirability of moving (denoted by low internal and external environmental reasons for remaining), without a concomitant ease of movement, suggests the individual will likely remain and have to reconstruct his or her cognitive understanding of the various environments to

rationalize this continued employment. Likewise, someone with an ease of movement and strong internal environmental reasons to do so will likely remain if the external environmental reasons suggest a desirability to remain rather than move. Only when individuals have an ease of movement and perceive both internal and external environmental factors as denoting a desirability to move are they expected to move to a different position.

Inertia, as suggested by Flowers and Hughes (1973), is the operative principle. Once ensconced in a particular position, it takes a three pronged force to make the stationary body actually move. One or two prongs may exert force to the point of causing it to be uncomfortable to remain, but the synthetic model posits that it takes all three to induce movement.

Methodology

The review and synthesis of relevant literature led to the selection of Lazarsfeld and Rosenberg's (1958) "empirical analysis of action" or "accounting scheme" methodology to solicit the information germane to this investigation. In the majority of previous mobility studies, individuals were asked to define the particular set of reasons behind their decision to leave for another job. In some instances, researchers also attempted to discern an individual's degree of satisfaction with various aspects of both the previous and present places of employment.

However, since individuals could be expected to engage in some "social information processing" to rationalize their particular decisions, it seemed inappropriate to ask the subjects directly to provide a list of motivations for their behavior. By indirectly asking about a broader spectrum of possible considerations than they may have volunteered, it was hoped a more comprehensive picture of the factors affecting their decisions might be obtained. Second, by the same process, the subjects would be induced to consider the

influence that certain factors had on the decision making process that they may have otherwise forgotten or suppressed.

A population of 239 tenure stream faculty, from all disciplines, at the Wyandot and Manada campuses who had the opportunity to leave their respective universities during academic year 1987-88 was identified. Each faculty member identified as having received a firm offer was sent a questionnaire that was accompanied by a cover letter from the chief academic officer of the incumbent institution requesting their participation in a study of the factors affecting faculty migration at Wyandot and Manada. As well, a memo from the author also accompanied the questionnaire explaining the scope of the project and an indication that it would take approximately 15 minutes to complete the questionnaire and that each respondent would be asked to participate in a 20 minute follow-up interview. A second mailing followed about eight weeks later for those who had not yet responded.

The questionnaire was designed to elicit information concerning both ease of movement and perceived desirability of moving, with emphasis on the latter. The first part of the questionnaire sought information concerning the offering institution and the particulars of their best firm offer during the year in question. The second section asked the recipients to designate the degree of enticement a series of factors had on their particular decisions. For each factor, they were instructed to designate the degree of enticement it provided to remain with the incumbent university and the degree of enticement the factor provided to leave for the firm offer.

Questionnaires returned as undeliverable, or noting that the recipient either was not in a tenure track position at the incumbent university or that a firm offer to leave was never received were discarded from the study, leaving a total working population of 221. An overall response rate of 64%

was obtained, with roughly equivalent response rates for each campus, as detailed in Table 1.

Follow-up interviews were conducted in person or by telephone with 62% of the respondents to gather further information concerning their ease of movement and perceived desirability of moving. All respondents were called at least once to set up interviews. Though only a small handful directly refused to be interviewed, the majority of the 48% of the respondents who were not interviewed tacitly did so by not returning telephone messages. When the interview was scheduled, the faculty were asked to provide a copy of their curriculum vita to expedite collection of the information covered in the interview. The interview agenda was designed to gather demographic and biographical information not readily attainable through a questionnaire format as well as amplification of information provided on the questionnaire.

Findings

Beyond the 65% response rate as an indicator of the representativeness of the respondents, two demographic criteria for which data were available for all or most of the total working subject pool also suggested the respondents bore a reasonable resemblance to those receiving the questionnaire: academic rank and gender. As depicted in Table 2, though there is some variation, the relative proportions of assistant professors, associate professors, and professors are similar among the working subject pool and the questionnaire respondents. Overall, assistant professors accounted for the most firm offers followed by professors and associate professors. However, there was a difference between the campuses, in that at Manada offers to professors outnumbered those to assistant professors. At Wyandot, assistant professors received over half the offers to the working subject pool. Note however, that

Table 1

Response rate by campus and by college

	Working Subject Pool		Questionnaires Returned			Respondents Interviewed		
	N	%	N	%	Rate	N	%	Rate
Wyandot								
Liberal Arts & Sciences	20	26.7%	13	28.9%	65.0%	10	34.5%	76.9%
Medicine	16	21.3	11	24.4	68.8	2	6.9	18.2
Nursing	10	13.3	2	4.4	20.0	1	3.4	50.0
Business/ Commerce	8	10.7	5	11.1	62.5	3	10.3	60.0
Pharmacy	5	6.7	3	6.7	60.0	2	6.9	66.7
Education	4	5.3	3	6.7	75.0	3	10.3	100.0
Engineering	3	4.0	3	6.7	100.0	3	10.3	100.0
Fine and Applied Arts	3	4.0	1	2.2	33.3	1	3.4	100.0
Other*	6	8.0	4	8.9	66.7	4	13.8	100.0
Subtotal	75	100.0%	45	100.0%	60.0%	29	100.0%	64.4%
Manada								
Liberal Arts & Sciences	39	26.7%	30	31.3%	76.9%	16	27.6%	53.3%
Engineering	32	21.9	17	17.7	53.1	8	13.8	47.1
Business/ Commerce	15	10.3	6	6.3	40.0	3	5.2	50.0
Education	10	6.8	7	7.3	70.0	5	8.6	71.4
Fine and Applied Arts	10	6.8	7	7.3	70.0	6	10.3	85.7
Library	10	6.8	9	9.4	90.0	7	12.1	77.8
Agriculture	8	5.5	5	5.2	62.5	2	3.4	40.0
Veterinary Medicine	7	4.8	3	3.1	42.9	2	3.4	66.7
Applied Life Studies	3	2.1	3	3.1	100.0	2	3.4	66.7
Law	3	2.1	2	2.1	66.7	1	1.7	50.0
Social Work	3	2.1	3	3.1	100.0	3	5.2	100.0
Other*	6	4.1	4	4.2	66.7	3	5.2	75.0
Subtotal	146	100.0%	96	100.0%	65.8%	58	100.0%	60.4%
TOTAL	221	100.0%	141	100.0%	63.8%	87	100.0%	61.7%

*Other includes units that had less than three individuals identified to receive questionnaires. At Wyandot this included Dentistry, Public Health, Associated Health Professions, and Social Work. At Manada this included Communications, the Institute for Labor & Industrial Relations, the Institute for Aviation, and Library & Information Sciences.

Table 2

Response rate by campus and by FY 1988 rank

	Working Subject Pool		Questionnaires Returned			Respondents Interviewed		
	N	%	N	%	Response Rate	N	%	Response Rate
Wyandot								
Professor	18	24.0%	13	28.9%	72.2%	10	34.5%	76.9%
Associate Professor	15	20.0	11	24.4	73.3	8	27.6	72.7
Assistant Professor	42	56.0	21	46.7	50.0	11	37.9	52.4
Subtotal	75	100.0%	45	100.0%	60.0%	29	100.0%	64.4%
Manada								
Professor	60	41.1%	39	40.6%	65.0%	24	41.4%	61.5%
Associate Professor	33	22.6	25	26.1	75.8	16	27.6	64.0
Assistant Professor	53	36.3	32	33.3	60.4	18	31.0	56.3
Subtotal	146	100.0%	96	100.0%	65.8%	58	100.0%	60.4%
Both Campuses								
Professor	78	35.3%	52	36.9%	66.7%	34	39.1%	65.4%
Associate Professor	48	21.7	36	25.5	75.0	24	27.6	66.7
Assistant Professor	95	43.0	53	37.6	55.8	29	33.3	54.7
TOTAL	221	100.0%	141	100.0%	63.8%	87	100.0%	61.7%

since assistant professors at the Wyandot campus responded at a rate of 50% they were somewhat underrepresented among the respondents.

The other demographic criterion for which data were available for most of the total working subject pool, gender, also indicates representativeness. Table 3 displays that at the Wyandot campus males outnumbered females two to one while at the Manada campus the ratio is approximately three to one.

Two other demographic criterion were requested only of the respondents interviewed: race/ethnic classification and age. At both campuses, nearly 90% of the individuals interviewed were white. Of the remainder, five individuals were of Asian heritage, three were black, and one was Hispanic (see Table 4). The average age of the faculty interviewed at both campuses was slightly less than 42 years.

Offers/Inducements

Table 5 indicates that the vast majority of the respondents to the questionnaire received firm offers from other institutions of higher education. Proportionally more faculty at Wyandot entertained offers from the private sector, but this is largely attributable to the fact that this university offered a full range of medical and other health profession programs. Of the ten offers from the private sector at Wyandot, eight were to physicians, nurses, and pharmacists who tend to have a much more natural and direct link to the private sector than many other faculty groups.

All faculty at Manada who indicated the offering institution would have been forced to relocate to pursue their firm offer. Given Manada's somewhat isolated geographic location this was not surprising. At Wyandot, however nearly 23% (10 of 44) of the faculty reporting the offering institution could have avoided uprooting themselves (and their immediate families) to change positions.

Table 3

Gender

	Working Subject Pool		Questionnaire Respondents		Respondents Interviewed	
	N	%	N	%	N	%
Wyandot						
Male	48	66.7%	30	69.8%	21	72.4%
Female	24	33.3	13	30.2	8	27.6
Subtotal	72	100.0%	43	100.0%	29	100.0%
Manada						
Male	109	76.8%	72	77.4%	46	79.3%
Female	33	23.2	21	22.6	12	20.7
Subtotal	142	100.0%	93	100.0%	58	100.0%
Both Campuses						
Male	157	73.4%	102	75.0%	67	77.0%
Female	57	26.6	34	25.0	20	23.0
TOTAL	214	100.0%	136	100.0%	87	100.0%

Table 4

Race/Ethnic classification of individuals interviewed

	Wyandot		Manada		Total	
	N	%	N	%	N	%
White	26	89.7%	52	89.6%	78	89.7%
Black	0	0.0	3	5.2	3	3.4
Asian	2	6.9	3	5.2	5	5.7
Hispanic	1	3.4	0	0.0	1	1.2
TOTAL	29	100.0%	58	100.0%	87	100.0%

Table 5

Decision sorted by type of offering institution

	Higher Education N	%	Private Sector N	%	Government N	%	Total N	%
Wyandot								
Remain	12	35.3%	1	10.0%	0	0.0%	13	29.5%
Resign	18	52.9	8	80.0	0	0.0	26	59.1
LWOP								
Return	1	2.9	0	0.0	0	0.0	1	2.3
Resign	3	8.8	1	10.0	0	0.0	4	9.1
Undecided	0	0.0	0	0.0	0	0.0	0	0.0
Subtotal	34	100.0%	10	100.0%	0	0.0%	44	100.0%
Manada								
Remain	35	39.3%	1	20.0%	0	0.0%	36	37.9%
Resign	34	38.2	3	60.0	0	0.0	37	38.9
LWOP								
Return	0	0.0	0	0.0	1	100.0	1	1.1
Resign	15	16.9	1	20.0	0	0.0	16	16.8
Undecided	5	5.6	0	0.0	0	0.0	5	5.3
Subtotal	89	100.0%	5	100.0%	1	100.0%	95	100.0%
Both Campuses								
Remain	47	38.2%	2	13.3%	0	0.0%	49	35.3%
Resign	52	42.3	11	73.3	0	0.0	63	45.3
LWOP								
Return	1	0.8	0	0.0	1	100.0	2	1.4
Resign	18	14.6	2	13.3	0	0.0	20	14.4
Undecided	5	4.1	0	0.0	0	0.0	5	3.6
TOTAL	123	100.0%	15	100.0%	1	100.0%	139	100.0%

Faculty reporting the salary tendered with their firm outside offer at the Wyandot campus indicated they would see an average increase of slightly more than 40% for nine month equivalent salaries. At the Manada campus this average increase was just under 30%. Table 6 indicates that full professors at both campuses reported the smallest average percentage increases. At Wyandot, assistant professors reported increases averaging nearly 50% while at Manada, associate professors would have seen the largest average increases at 35%.

Average anticipated salary increses from higher education institutions (42%, n=34) and from the private sector (45%, n=10) for faculty at Wyandot were virtually the same. At Manada there was a large discrepancy with respect to offered salary increase favoring a move to the private sector (55%, n=5) over a move to another institution of higher education (28%, n=89), but the small number of offers from the private sector may have skewed these results.

Beyond salary enhancements, the outside offers often included provisions to defray moving expenses, both one-time and recurring research and equipment support, and in some instances mortgage supplements. Roughly three-quarters of those reporting firm outside offers at Wyandot indicated the offering institution would cover all or a part of their moving expenses. For the 23 individuals who reported an actual dollar amount the average came to approximately $4,700 per offer. At Manada, 87 percent of those receiving offers indicated they would receive compensation for the costs of moving personal and professional belongings. The average compensation of a possible move was just under $4,100 for the 51 faculty who designated such a figure.

Research and equipment support offered to faculty from both Wyandot and Manada ran the gamut from over $1 million in start-up funds to establish a laboratory, to pledges of hundreds of thousands of dollars to remodel space,

Table 6

Potential salary increase by rank for nine-month equivalent salaries

	Average FY 1988 Salary	Average Outside Offer for FY 1989	Average Percentage Increase
Wyandot			
Professor			
N	12	11	11
Range	$33,135 - $64,722	$47,625 - $83,000	8.2% - 50.9%
Average	$51,043	$62,601	26.1%
Associate			
N	10	9	9
Range	$22,298 - $89,620	$34,500 - $79,200	-7.0% - 100.7%
Average	$41,998	$51,467	42.1%
Assistant			
N	17	16	16
Range	$18,000 - $81,409	$30,000 - $172,500	9.4% - 155.6%
Average	$35,981	$56,143	48.9%
Total			
N	39	36	36
Range	$18,000 - $89,620	$30,000 - $172,500	-7.0% - 155.6%
Average	$42,158	$56,947	40.2%
Manada			
Professor			
N	39	39	39
Range	$34,100 - $89,670	$48,750 - $100,400	-9.8% - 90.0%
Average	$58,334	$71,608	25.2%
Associate			
N	25	24	24
Range	$21,848 - $50,180	$34,000 - $67,500	5.2% - 94.7%
Average	$38,526	$50,795	35.0%
Assistant			
N	32	30	30
Range	$15,233 - $48,050	$18,750 - $80,000	-18.9% - 111.3%
Average	$29,886	$37,794	30.2%
Total			
N	96	93	93
Range	$15,233 - $89,670	$18,750 - $100,400	-18.9% - 111.3%
Average	$43,693	$55,363	29.4%

to yearly travel and research stipends of up to $40,000, to guaranteed summer salary support, to promises to provide permanent lines for research assistants and postdoctoral fellows, to lower teaching loads, to personal computers, to clerical support.

Mortgage assistance was reported as part of the offer package by 14 faculty at Manada and 7 at Wyandot. Four of these came from institutions in the private sector, and the remaining from other institutions of higher education. Four of the higher education offers came from private universities including two Ivy League schools. Of the 13 mortgage assistance offers from public institutions, 7 were from institutions in the University of California System and 3 were from Big Ten institutions.

In ten of the cases of mortgage assistance, the offering institution offered, in one fashion or another, to subsidize or provide lower than market interest rates on home mortgages. In an additional five cases closing costs on the purchase of a home or a cash payment toward a down payment was extended by the offering institution.

Action on Offers

As Table 7 indicates, 46% of the total respondents resigned to pursue the offer they described in the questionnaire. An additional 14% initially took a leave without pay (LWOP) to accept their firm offer, and subsequently decided not to return to the incumbent university, bringing the total loss rate to 60%. The total loss rate at Wyandot was 69% and at Manada 56%, though Manada's initial resignation rate was only 39%.

Overall, 36 Assistant Professors, 29 Professors, and 19 Associate Professors eventually resigned, giving credence to the general suggestion of Caplow and McGee (1958) that full professors are more mobile than associate professors, but less mobile than assistant professors. However, this was not the case at

Table 7

Decision by FY 1988 rank

	Professor N	Professor %	Associate Professor N	Associate Professor %	Assistant Professor N	Assistant Professor %	All Ranks N	All Ranks %
Wyandot								
Remain	6	46.2%	4	30.8%	3	23.1%	13	28.9%
Resign	3	11.1	6	22.2	18	66.7	27	60.0
LWOP								
Return	1	100.0	0	0.0	0	0.0	1	2.2
Resign	3	75.0	1	25.0	0	0.0	4	8.9
Undecided	0	0.0	0	0.0	0	0.0	0	0.0
Subtotal	13	28.9%	11	24.4%	21	46.7%	45	100.0%
Manada								
Remain	13	36.1%	11	30.6%	12	33.3%	36	37.9%
Resign	14	37.8	8	21.6	15	40.5	37	38.9
LWOP								
Return	0	0.0	1	100.0	0	0.0	1	1.1
Resign	9	56.3	4	25.0	3	18.8	16	16.8
Undecided	3	60.0	0	0.0	2	40.0	5	5.3
Subtotal	39	41.1%	24	25.3%	32	33.7%	95	100.0%
Both Campuses								
Remain	19	38.8%	15	30.6%	15	30.6%	49	35.0%
Resign	17	26.6	14	21.9	33	51.6	64	45.7
LWOP								
Return	1	50.0	1	50.0	0	0.0	2	1.4
Resign	12	60.0	5	25.0	3	15.0	20	14.3
Undecided	3	60.0	0	0.0	2	40.0	5	3.6
TOTAL	52	37.1%	35	25.0%	53	37.9%	140	100.0%

the Manada campus, where there were more full professor (23) than assistant professor resignations (18).

A promotion in rank and/or administrative responsibilities was reported by 26 of the 59 (44%) faculty who chose to pursue their firm offer either through resigning or taking a LWOP from the Manada campus. Of those at Manada who chose to remain, 27% (10 of 37) realized such a promotion. At Wyandot, the ratios were more equivalent, with 34% of those who left (11 of 32) and 31% of those who decided to stay (4 of 13) receiving a promotion. These promotions took the form of direct promotions in rank (e.g., from assistant professor to associate professor), through taking on departmental headship responsibilities, or some combination of the two. Additionally, three individuals, two from Manada and one at Wyandot, resigned to became Deans at their offering institutions.

With respect to salary increases realized as a result of their decisions, faculty at Wyandot who chose to remain with the institution realized an average salary increase for FY 1989 of 29%. Those who took a LWOP saw an average increase of approximately 19%, while those who resigned averaged an increase in nine month equivalent salaries of slightly more than 44%. These increases compare with an average increase from FY 1988 to FY 1989 of 6.8% for the whole of the faculty at Wyandot.

At Manada, faculty receiving a firm outside offer who chose to remain with the institution saw increases averaging slightly under 19%, those on a LWOP for FY 1989 realized an 23% increase at the institutions of their firm offer, and those who resigned averaged a bit more than a 29% increase. Average salary increases for all continuing faculty at Manada were 7.9%.

Clearly, securing an outside offer--whether or not it was accepted--had a significant effect on an individual's compensation. Both Wyandot and Manada,

in anticipation of "raiding" during a bad budget year, had at least informally initiated practices of attempting to meet market demand pressures by matching offers in an attempt to retain faculty. This was a matter of concern to many of those interviewed for one of two reasons. First, if an outside offer was not matched (at least in part) this came as a surprise to many individuals who were simply "playing the game" as they were led to believe they were supposed to in order to receive a salary increase. Second, for a larger group of faculty at each institution, there was concern that this sort of practice was promoting and encouraging disloyalty to the institution, which in turn was fracturing faculty morale at both the institutional and departmental levels.

Ease of Movement

As an outgrowth of the review of the literature, an individual's ease of movement was understood to comprise three sets of factors: (a) personal characteristics, (b) visibility in the academic community outside one's own institution, and (c) an individual's propensity to search for other employment opportunities.

As Table 8 details, there were five personal characteristics assumed to influence an individual's ease of movement: age, marital status, spousal employment situation, dependent financial support, and length of service. Four tangible ways in which individual faculty members can demonstrate their visibility outside the confines of their own institution were considered: publishing, presenting, editing, and involvement in professional organizations. With respect to the propensity to search for other employment opportunities, five factors were considered: nominations or solicitations to apply for positions, applications initiated by the individual faculty members, participation in job interviews, job offers tendered, and the transferability

Table 8

Ease of movement factors

	Ease of Movement	No Ease of Movement
Personal Characteristics		
Age	Less than 55	55 or older
Marital Status	Not married	Married
Spousal Employment	Moveable or irrelevant	Not easily moveable
Years of Service	15 years or less	Greater than 15 years
Dependant Financial Support	None	Children or others
Visibility		
Actively Publishing	5 or more refereed publications	Less than 5 refereed publications
Actively Presenting	10 or more invited/contributed presentations	Less than 10 invited/contributed presentations
Journal Editor/Referee	Yes	No
Professional Organization Involvement	Service as officer/committee member	No service as officer/committee member
Propensity to Search		
Nominations/Solicitations	Two or more	Less than two
Initiated Applications	Two or more	Less than two
Participated in Interviews	Two or more	Less than two
Offers Tendered	Two or more	Less than two
Transferability of Research	Yes	No

of ongoing research. These data were collected from vitae provided and in the course of the follow-up interviews.

For each subset of factors (personal characteristics, visibility, and propensity to search), individuals were determined to have an ease of movement if they scored positively on more than half the factors in the subset. Overall ease of movement was assumed if an individual displayed ease of movement in at least two of the three composite subscores.

Approximately 79% of the faculty interviewed at Wyandot and 86% of those at Manada displayed an overall ease of movement (see Table 9). Note however, that a few individual factors and one of the composite subscores were far below these overall ratios. For instance, at both campuses the majority of faculty were married and had individuals dependent on them for financial support, thereby making them less mobile on these criteria.

As well, less than half the faculty interviewed at Manada initiated search activities or were tendered more than one offer, and barely more than half participated in more than one interview. This contributed to a majority demonstrating a lack of ease of movement on the propensity to search subscore. In general, faculty at Manada indicated in the course of their interview that they were not proactively engaged in trying to move, but they were willing to selectively listen when approached with an opportunity. This was particularly true of associate and full professors, but also true of a surprising number of assistant professors. And, as the earlier discussion of decisions suggests, a significant number did eventually choose to leave. A common refrain in the interviews, particularly with senior faculty, was that in previous years they had simply dismissed unsolicited offers on the spot, but that in the current year, they began to listen, given the unstable financial environment the

Table 9

Ease of Movement

	Wyandot					Manada				
		Ease of Movement		No Ease of Movement			Ease of Movement		No Ease of Movement	
	N	n	%	n	%	N	n	%	n	%
Personal Characteristics										
Age	28	28	100.0%	0	0.0%	57	55	96.5%	2	3.5%
Marital Status	28	6	21.4	22	78.6	57	10	17.5	47	82.5
Spousal Employment	28	21	75.0	7	25.0	57	50	87.7	7	12.3
Years of Service	28	23	82.1	5	17.9	57	50	87.7	7	12.3
Dependant Financial Supp.	28	6	21.4	22	78.6	57	20	35.1	37	64.9
Composite Subscore	28	21	75.0%	7	25.0%	58*	47	81.0%	11	19.0%
Visibility										
Actively Publishing	26	24	92.3%	2	7.7%	56	53	94.6%	3	5.4%
Actively Presenting	26	26	100.0	0	0.0	56	53	94.6	3	5.4
Journal Editor/Referee	26	21	80.8	5	19.2	56	44	78.6	12	21.4
Professional Org. Involve.	26	21	80.8	5	19.2	56	46	82.1	10	17.9
Composite Subscore	26	23	88.5%	3	11.5%	56	49	87.5%	7	12.5%
Propensity to Search										
Nominations/Solicitations	28	27	96.4%	1	3.6%	58	44	75.9%	14	24.1%
Initiated Applications	28	16	57.1	12	42.9	58	23	39.7	35	60.3
Participated in Interviews	28	20	71.4	8	28.6	58	31	53.4	27	46.6
Offers Tendered	28	19	67.9	9	32.1	58	28	48.3	30	51.7
Transferability of Research	28	21	75.0	7	25.0	58	46	79.3	12	20.7
Composite Subscore	28	20	71.4%	8	28.6%	58	34	58.6%	24	41.4%
Ease of Movement	28	22	78.6%	6	21.4%	58	50	86.2%	8	13.8%

*The N of the composite subscore is greater than any individual n because there were individuals who did not provide data for each criterion.

university had been experiencing, typified by the fact that there had been no salary increases for the 1987-88 academic year.

The same general propensity to search phenomena were in evidence at Wyandot, though not to the same extremes. This is to be explained more by the larger proportion of assistant professors in the Wyandot cohort, than by a difference in fiscal environments since Wyandot was experiencing virtually equivalent fiscal constraints.

Generally speaking, however, faculty at both campuses demonstrated an ease of movement given their personal characteristics, visibility to the outside labor market, and their own propensity to search for opportunities. Given the inertial nature of the decision making process assumed for this study, this simply suggests that for the vast majority of faculty interviewed ease of movement was not a factor that would contribute to their remaining with their incumbent employer.

Perceived Desirability of Moving

Numerical data relevant to an individual's perceived desirability of moving were collected in the questionnaire where faculty were asked to designate the degree of enticement each of the 33 accounting scheme factors had both to remain with the incumbent institution as well as to leave to pursue the firm offer. The answers were designated using a modified Likert scale ranging from "1" (no enticement) to "5" (a very high degree of enticement) with two other options available: "NA" for not applicable and "?" designating they had no way of telling how a particular factor may have enticed them. In scoring responses, both "NA" and "?" were scored as zero to designate an absence of enticement, causing the Likert scale to range, for analysis purposes, from zero to five.

Three types of analysis were performed. First, comparisons between the enticement to remain and the enticement to leave for each factor were considered. Second, by aggregating the data for each factor, across the participants, it was possible to determine the relative importance of each accounting scheme factor in the cohort's decision making processes. Third, by analyzing how the participants differentially applied various weights to the set of accounting scheme factors, it was possible to test whether their final decisions matched what would be expected, based on both their ease of movement and perceived desirability of moving.

Comparison of Enticements

Using the internal/external environmental categorization the 33 accounting scheme factors were designated as affecting either the internal or external environment. The internal environmental factors were subdivided into intangible and tangible benefits of the job. Table 10 provides a comparison of the enticement to remain and the enticement to leave for each of the factors with respect to faculty from Wyandot, while Table 11 provides the same for Manada.

Intangible benefits account for at least half of the top ten benefits either to remain or leave at both campuses. Intangible benefits "research opportunities," "reputation of associates," and "congeniality of associates" were in the top ten ranked factors of both the remain and leave categories at each campus. At Wyandot the top ten for both remain and leave also included "reputation of department," while at Manada they also included "rapport with departmental leadership."

Tangible benefits were more prevalent in the top ten factors to leave at both campuses than in the top ten factors to remain. The tangible benefits of

Table 10

Wyandot - Enticement of perceived desirability of moving factors

No.	Factor	Type* of Benefit	Enticement to Remain Rank	N	Mean	Enticement to Leave Rank	N	Mean
1.	Reputation of Institution	I	9	42	2.4	11	43	3.0
2.	Reputation of Department	I	10	41	2.4	8	45	3.1
3.	Reputation of Associates	I	4	41	2.7	10	44	3.0
4.	Congeniality of Associates	I	8	41	2.5	9	45	3.1
5.	Rapport with Dept. Leaders	I	5	41	2.6	6	44	3.2
6.	Promotion/Added Responsib.	T	29	42	1.4	18	44	2.3
7.	Career Advancement Opps.	I	16	42	1.9	2	44	3.6
8.	Cash Salary	T	17	42	1.8	1	44	3.9
9.	Benefit Package	T	27	42	1.5	4	44	3.3
10.	Income Potential	T	30	40	1.3	3	44	3.3
11.	Teaching/Research Load	T	6	42	2.5	13	44	2.8
12.	Teaching Assignments/Opps.	I	7	42	2.5	14	43	2.7
13.	Research Opportunities	I	2	42	3.0	7	44	3.2
14.	Research Funding	T	19	42	1.8	5	44	3.2
15.	Library Facilities	T	12	42	2.2	19	44	2.3
16.	Lab/Research Facilities	T	20	42	1.7	16	44	2.4
17.	Office Facilities	T	21	41	1.7	12	45	2.8
18.	Secretarial Support	T	28	41	1.4	15	44	2.6
19.	Sabbatical, Leave, Travel	T	15	42	1.9	17	44	2.3
20.	Consulting Opportunities	N	23	42	1.6	27	43	1.4
21.	Spouse Career Opportunities	N	24	42	1.6	26	44	1.5
22.	School Situation of Children	N	31	42	1.1	30	44	1.2
23.	Reduced Tuition for Family	T	33	42	0.5	28	43	1.3
24.	Geographic Considerations	N	18	40	1.8	20	42	2.3
25.	Climate of Region	N	32	41	1.0	24	44	1.9
26.	Cult., Recreat., Social Opps.	N	1	42	3.1	22	44	2.0
27.	Housing Costs	N	22	42	1.6	21	44	2.1
28.	Family Living Locally	N	26	42	1.5	33	43	0.7
29.	Local Network of Friends	N	11	42	2.4	29	44	1.2
30.	Loyalty to Institution	I	14	42	2.1	32	44	0.8
31.	Loyalty to Dept./Program	I	3	42	2.8	31	44	1.0
32.	Influence in Department	I	13	41	2.1	23	45	1.9
33.	Influence in Institution	I	25	42	1.5	25	44	1.6

*I = Intangible Benefits of the Job
T = Tangible Benefits of the Job
N = Non-work Related Benefits

Table 11

Manada - Enticement of perceived desirability of moving factors

No.	Factor	Type* of Benefit	Enticement to Remain Rank	N	Mean	Enticement to Leave Rank	N	Mean
1.	Reputation of Institution	I	1	92	3.7	17	90	2.5
2.	Reputation of Department	I	3	92	3.4	15	89	2.7
3.	Reputation of Associates	I	4	91	3.3	10	91	2.9
4.	Congeniality of Associates	I	6	89	3.1	4	92	3.4
5.	Rapport with Dept. Leaders	I	7	90	2.8	2	92	3.4
6.	Promotion/Added Responsib.	T	31	88	1.1	23	91	2.2
7.	Career Advancement Opps.	I	23	89	1.8	8	93	3.1
8.	Cash Salary	T	18	89	2.1	1	92	3.6
9.	Benefit Package	T	24	89	1.8	7	93	3.1
10.	Income Potential	T	21	88	1.8	3	92	3.4
11.	Teaching/Research Load	T	12	90	2.3	14	91	2.8
12.	Teaching Assignments/Opps.	I	17	89	2.1	16	91	2.5
13.	Research Opportunities	I	5	91	3.1	9	92	3.1
14.	Research Funding	T	10	91	2.5	12	92	2.8
15.	Library Facilities	T	2	90	3.5	26	91	1.8
16.	Lab/Research Facilities	T	13	91	2.2	20	93	2.3
17.	Office Facilities	T	22	90	1.8	22	93	2.2
18.	Secretarial Support	T	20	90	2.0	21	94	2.3
19.	Sabbatical, Leave, Travel	T	15	90	2.1	25	93	2.1
20.	Consulting Opportunities	N	29	90	1.3	27	93	1.7
21.	Spouse Career Opportunities	N	27	89	1.4	18	94	2.4
22.	School Situation of Children	N	30	90	1.2	30	93	1.3
23.	Reduced Tuition for Family	T	33	90	0.5	28	93	1.5
24.	Geographic Considerations	N	26	90	1.5	6	93	3.3
25.	Climate of Region	N	28	89	1.4	11	93	2.9
26.	Cult., Recreat., Social Opps.	N	16	90	2.1	5	93	3.3
27.	Housing Costs	N	8	90	2.6	24	93	2.1
28.	Family Living Locally	N	32	91	1.0	32	92	1.0
29.	Local Network of Friends	N	14	90	2.2	29	93	1.5
30.	Loyalty to Institution	I	11	91	2.4	33	91	0.9
31.	Loyalty to Dept./Program	I	9	92	2.5	31	91	1.2
32.	Influence in Department	I	19	91	2.1	13	92	2.8
33.	Influence in Institution	I	25	91	1.6	19	92	2.3

*I = Intangible Benefits of the Job
T = Tangible Benefits of the Job
N = Non-work Related Benefits

"cash salary," "income potential," and "benefit package" ranked in the top ten factors to leave for both campuses.

Non-work related benefits never appeared more than twice among the top ten of any category, though "cultural, recreational and social opportunities" was the highest ranked factor to remain at Wyandot (it ranked 22nd on Wyandot's ranking of factors to leave). At Manada, this same factor was ranked 16th among enticements to remain, but 5th among those to leave. This, no doubt, is a reflection of the physical location of these campuses and the relative abundance of these types of opportunities available in the types of population centers of which they were in the midst.

The top ranked factors to remain ("cultural, recreational, and social opportunities" at Wyandot and "reputation of institution" at Manada) are not found in the top ten ranked factors to leave. Vice versa, the top ranked factor to leave ("cash salary" at both campuses) ranked no higher than 17th at either campus.

At Wyandot, the top seven ranked enticements to leave have a higher mean score than any of the enticements to remain, leaving the general impression that the faculty who received offers viewed the offering institutions somewhat more favorably than the incumbent institution. At Manada, there is more general correspondence between the means of the highest ranking factors, indicating less of an immediate discrepancy between the incumbent and offering institutions.

Relative Importance of Factors

Using the values assigned by the participants for each factor, it was possible to determine which factors were the most important in determining perceived desirability of moving. The relative importance of each factor was

determined by comparing the raw enticement to stay values with the raw enticement to leave values, designating the higher score as the level of importance of that factor, and then tallying the responses for all participants. For example, if for "reputation of institution" an individual assigned a value of "4" as the degree of enticement to stay and a value of "3" as the degree of enticement to leave, the relative importance of that factor was set at "4."

Table 12 summarizes the results of this analysis. Note that 17 of the factors at Wyandot had a weighted mean greater than 3.0 (moderately important), while 16 did so at Manada. There were seven factors with a mean of 3.5 or greater at Wyandot, and 9 such factors at Manada.

Of the top ten most important factors at each campus, seven were common to both campuses. Of these seven, six were intangible benefits ("congeniality of associates," "rapport with departmental leadership," "research opportunities," "reputation of department," "reputation of institution," and "reputation of associates"). The remaining common factor was the tangible benefit "cash salary," ranked most important at Wyandot and number six at Manada. Only one non-work related benefit ranked in the top ten at either campus: "cultural, recreational, and social opportunities" being 8th at Manada.

Weight of Factors in the Decision Process

Using the raw desirability of moving and remaining scores designated by each participant, it was also possible to determine an individual's perceived desirability of moving. By squaring the enticement to remain and enticement to leave scores for each factor, taking the difference between the two squared scores, and summing the differences among the intangible, tangible, and non-work related benefits, the individual participant's perceived desirability of moving was determined. In equation form, the relationship is:

Table 12

Relative importance of perceived desirability of moving factors

No.	Factor	Type* of Benefit	Wyandot N=45 Rank	Wyandot N=45 Mean	Manada N=95 Rank	Manada N=95 Mean
1.	Reputation of Institution	I	7	3.5	2	3.9
2.	Reputation of Department	I	6	3.6	4	3.8
3.	Reputation of Associates	I	8	3.4	5	3.8
4.	Congeniality of Associates	I	3	3.8	1	4.0
5.	Rapport with Dept. Leaders	I	4	3.7	3	3.9
6.	Promotion/Added Responsib.	T	23	2.6	29	2.3
7.	Career Advancement Opps.	I	2	3.9	14	3.2
8.	Cash Salary	T	1	4.0	6	3.7
9.	Benefit Package	T	13	3.2	13	3.3
10.	Income Potential	T	12	3.3	9	3.5
11.	Teaching/Research Load	T	10	3.3	15	3.2
12.	Teaching Assignments/Opps.	I	11	3.3	19	2.9
13.	Research Opportunities	I	5	3.7	7	3.7
14.	Research Funding	T	9	3.4	12	3.3
15.	Library Facilities	T	16	3.0	10	3.4
16.	Lab/Research Facilities	T	22	2.7	20	2.9
17.	Office Facilities	T	15	3.2	27	2.5
18.	Secretarial Support	T	17	3.0	21	2.8
19.	Sabbatical, Leave, Travel	T	20	2.7	23	2.6
20.	Consulting Opportunities	N	29	2.0	30	1.9
21.	Spouse Career Opportunities	N	26	2.2	25	2.6
22.	School Situation of Children	N	31	1.6	31	1.6
23.	Reduced Tuition for Family	T	33	1.4	32	1.5
24.	Geographic Considerations	N	21	2.7	11	3.4
25.	Climate of Region	N	30	1.9	17	2.9
26.	Cult., Recreat., Social Opps.	N	14	3.2	8	3.5
27.	Housing Costs	N	25	2.5	18	2.9
28.	Family Living Locally	N	32	1.6	33	1.3
29.	Local Network of Friends	N	24	2.6	26	2.5
30.	Loyalty to Institution	I	28	2.1	28	2.4
31.	Loyalty to Dept./Program	I	18	2.8	22	2.7
32.	Influence in Department	I	19	2.7	16	3.1
33.	Influence in Institution	I	27	2.1	24	2.6

*I = Intangible Benefits of the Job
T = Tangible Benefits of the Job
N = Non-work Related Benefits

$$S_{ij} = \sum_{k=1}^{m} ((R_{ijk})^2 - (L_{ijk})^2)$$

Where: R = Weight of enticement to remain
L = Weight of enticement to leave
i = 1 to n (respondent)
n = Number of respondents
j = 1 to 3 (class of factor)
k = 1 to m_j (the number of factors in class j)

A negative score designated a likelihood of moving on the basis of those factors, and a positive score a likelihood to remain. Table 13 summarizes the perceived desirability of moving data for each campus.

At Wyandot, the majority of faculty saw the intangible and tangible benefits favoring the outside firm offer, with 80% deeming the tangible benefits better elsewhere. However, 60% of the faculty at Wyandot designated the non-work related benefits as favoring remaining where they were. At Manada, the tangible benefits (71%) and particularly the non-work related benefits (83%) were seen by the faculty as favoring pursuing their firm offer. The intangible benefits proved to be a virtual toss-up with roughly half the faculty citing them as desirable to move and half as desirable to remain.

Summing the tangible and intangible benefits scores for each individual produced an internal environmental score. The non-work related benefit score served as the external environmental score. Based on the principal of inertia, only those scoring negatively on both the internal and external environmental scores were assumed to indicate a desirability of moving. Overall, 60% of the faculty at Manada scored a desirability of moving, while only 38% did so at Wyandot.

Combining the desirability of moving data with the ease of movement data for the 85 individuals for which both sets of data were available, it was

Table 13

Desirability of moving

	N	%	Mean	Maximum
Wyandot				
Intangible Benefits				
Desirable to stay	17	37.8%	48.2	170
Desirable to move	28	62.2	-67.2	-160
Tangible Benefits				
Desirable to stay	9	20.0	24.5	61
Desirable to move	36	80.0	-101.3	-224
Non-work Benefits				
Desirable to stay	27	60.0	34.2	74
Desirable to move	18	40.0	-36.6	-107
Manada				
Intangible Benefits				
Desirable to stay	48	50.5	58.7	254
Desirable to move	47	49.5	-62.4	-189
Tangible Benefits				
Desirable to stay	28	29.5	31.5	143
Desirable to move	67	70.5	-66.2	-224
Non-work Benefits				
Desirable to stay	16	16.8	18.6	96
Desirable to move	79	83.2	-41.1	-115

possible to compare actual final decisions with those anticipated using the inertial synthetic model described earlier. It was expected that an individual would chose to move only if he or she perceived a desirability to move (indicated by negative scores on both the internal and external environmental factors) and had an ease of movement. The participants' final decision about whether to remain at the incumbent University, or to leave for their reported firm offer, conformed reasonably well with the anticipated decision as depicted in Table 14.

Overall, and summatively at both campuses, the inertial model correctly explained about two-thirds of the final decisions. Note that at Wyandot the model's anticipated decision corresponded exactly when the actual decision was to remain with the incumbent university. However, when the actual final decision was to leave the university, the model only captured 44% of the actual decisions. At Manada, the relationship existed between the model's efficacy in anticipating those who would actually stay and leave. The model more accurately explained the actual final decisions to leave than the decisions to stay, though there was not the drastic difference between the two as found at Wyandot.

Discussion

The vast majority of the participants in this study reported firm offers that would have provided a sizeable increase in salary and a more favorable set of other tangible benefits. They typically reported that the facilities and support structure in which they would be working at the offering institutions would be better equipped and/or more consistently maintained, and would require less personal cost intervention, than what they were experiencing at their incumbent institution. Approximately six of every ten respondents at

Table 14

Comparison of actual decision with anticipated decision

	Wyandot		Manada		Both Campuses	
	N	%	N	%	N	%
Stay						
Anticipate: Stay	12	100.0%	14	58.3%	26	72.2%
Anticipate: Leave	0	0.0	10	41.7	10	27.8
	12	100.0%	24	100.0%	36	100.0%
Leave						
Anticipate: Leave	7	43.8%	22	66.7%	29	59.2%
Anticipate: Stay	9	56.2	11	33.3	20	40.8
	16	100.0%	33	100.0%	49	100.0%
Overall						
Correct	19	67.9%	36	63.2%	55	64.7%
Incorrect	9	32.1	21	36.8	30	35.3
	28	100.0%	57	100.0%	85	100.0%

both campuses chose to sever their ties with the incumbent university in favor of the firm offer they reported.

Blackburn and Aurand (1972) argued that faculty members' main concern is with their work environment. Though the participants of this study were concerned with their work environment, the caveat must be added that it tended to be the intangible benefits associated with the work environment that were most important to them.

Stecklein and Lathrop (1960) suggested that the intangible and non-work related benefits (which they called personal characteristics) were not extremely important in the decision making process. Matier (1986, 1988) found the exact opposite to be the case for the limited group of faculty in his study. This research found elements of both to be true. It agrees with Matier that the intangible benefits play a key role in the decision making process. But it also sides with Stecklein and Lathrop when it comes to the impact and influence of the non-work related benefits.

Caplow and McGee (1958), Toombs and Marlier (1981), and Gartshore, Hibbard, and Stockard (1983) have all argued that individuals leave jobs mostly because of an internal push rather than an external pull. Generally speaking, the situation among the participants of this study seems to correspond with their findings, though the present research would tend to suggest there is more of a link between the two. For the faculty in the current research, the internal push appeared to prime individuals to give serious consideration to the external pulls available to them. More than one faculty member interviewed who chose to remain with the incumbent institution stated they did so primarily because it wasn't the "right" offer. This suggests that though the internal push was operative, the external pulls were not (yet) sufficient to cause movement.

A majority of the participants of this study chose to pursue their firm offer because the pulls to leave for another position and the pushes to leave their present employment situation--which tended to be of the tangible benefit type--were sufficient to move an ensconced body. The minority who chose to remain with the incumbent employer tended to do so because the external pulls and internal pushes were insufficient to move them. Flowers and Hughes' (1973) notion of inertia was operative among these individuals.

The particular results of this research are not immediately transferable to many other higher education settings, for the present findings are highly contextualized by the type, cultural milieu, and geographic location of the institutions under investigation. Longitudinally following these two institutions through the peaks, as well as the valleys, of the typical roller coaster of legislative support to higher education would provide a more definitive means of determining how much of a role fiscal stress plays in the decision making of faculty. Another means of addressing the transferability question would be to expand the study to include a greater variety of institutions based not only on financial health, but also on the basis of geographic location and type of institution. Nevertheless, the method of gathering information and explaining the decision making process (though not infallible) is transferable and would benefit institutions interested in attracting and maintaining a quality faculty.

References

Blackburn, R. T., & Aurand, C. H. (1972). Mobility studies on academic men: Some methodological concerns and substantive findings. (ERIC Document Reproduction Service No. ED 065 092)

Bowen, H. R., & Schuster, J. H. (1986). American professors: A national resource imperiled. New York: Oxford University Press.

Burke, D. L. (1988). A new academic marketplace. Westport, Connecticut: Greenwood Press, Inc.

Caplow, T., & McGee, R. J. (1958). The academic marketplace. New York: Basic Books.

Flowers, V. S., & Hughes, C. L. (1973). Why employees stay. Harvard Business Review, July-August(4), 49-60.

Gartshore, R. J., Hibbard, M., & Stockard, J. (1983). Factors affecting mobility at the University of Oregon. Eugene, OR: University of Oregon.

Herzberg, F. (1968). One more time: How do you motivate employees? Harvard Business Review, January-February(1), 53-62.

Lazarsfeld, P. F., & Rosenberg, M. (1958). The empirical analysis of action: Introduction. In P. F. Lazarsfeld & M. Rosenberg (Ed.), The language of social research: A reader in the methodology of social research (pp. 387-391). New York: The Free Press.

March J. G., & Simon, H. A. (1958). Organizations. New York: John Wiley & Sons.

Matier, M. W. (1986). Factors influencing "star" faculty attrition at institutions of higher education: An analysis of the University of Oregon's faculty in the College of Arts and Sciences, 1976/77 - 1984/85 (Doctoral dissertation, University of Oregon, 1985). Dissertation Abstracts International, 46, 3266A.

Matier, M. W. (1988). Factors influencing faculty migration. Paper presented at the annual forum of the Association for Institutional Research, Phoenix, AZ.

Salancik, G. R., & Pfeffer, J. (1977). An examination of need-satisfaction models of job attitudes. Administrative Science Quarterly, 22, 427-456.

Salancik, G. R., & Pfeffer, J. (1978). A social information processing approach to job attitudes and task design. Administrative Science Quarterly, 23, 224-253.

Smith, D. K. (1978). Faculty vitality and the management of university personnel policies. In W. R. Kirschling Ed.), Evaluating faculty performance and vitality. New Directions for Institutional Research, No. 20. San Francisco: Jossey-Bass.

Solmon, Lewis C. (1978). Grant economics in faculty mobility: Some initial interpretations. Los Angeles: University of California at Los Angeles, Higher Education Research Institute. (ERIC Document Reproduction Service No. ED 171 173)

Stecklein, J. E., & Lathrop, R. L. (1960). Faculty attraction and retention: Factors affecting faculty mobility at the University of Minnesota. Minneapolis: Bureau of Institutional Research, University of Minnesota.

Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. Administrative Science Quarterly, 22, 46-56.

Toombs, W., & Marlier, J. (1981). Career change among academics: Dimensions of decision. Paper presented at the annual meeting of the American Educational Research Association, Los Angeles, CA.